DEPARTMENT OF INCOME ASSISTANCE

WORK PROGRAM

1990-1991

Planning & Evaluation
Department of Income Assistance
Province of New Brunswick

Planification et évaluation
Ministère de l'Aide au revenu
Province du Nouveau-Brunswick

91-06557/

DEPARTMENT OF INCOME ASSISTANCE

1990-91

MISSION

The problem of poverty is complex and is intimately related to the economic health of society. The "social welfare" tradition in social policy, initiated in the post-war era and accelerated in the mid to late 1960's, has become lodged in everyday life of Canada. While the tradition does not enjoy universal understanding and support, it does remain a firm societal commitment to ensure the well-being of those in our society who are the least advantaged.

THE DEPARTMENT OF INCOME ASSISTANCE WILL CONTINUE TO ENHANCE THE ABILITY OF THOSE WHO ARE IN FINANCIAL NEED WITHIN THE PROVINCE TO RETAIN OR ACQUIRE SELF SUFFICIENCY AND SUSTAIN, AT THEIR HIGHEST ACHIEVABLE LEVEL, THOSE FOR WHOM COMPLETE SELF SUFFICIENCY IS LIMITED.

DEPARTMENTAL VALUES

VALUES are integral to the operation of the Department; they are relevant to not only the way Departmental employees function, but also describe the primary purpose for the work of each employee. They capture not only the expectation of how the Department responds to people, but also how those within the department respond to other employees. The VALUES are not set out in order of priority because all are integral to the effective operation of the Department.

In carrying out its MISSION, the Department of Income Assistance subscribes to the following VALUES, which are intended to define not only the corporate philosophy, but also provide a guide to all employees who, for any reason, represent the Department in carrying out any of its responsibilities. These VALUES are:

1. a belief in the inherent dignity of each individual, and the right of each person to achieve his full potential;

2. a belief that the family* unit is the basic institution of society;

3. a belief that the responsibility of society is to provide adequate services to those who are in need, regardless of the cause of the need;

4. a belief that it is the right of the family as well as the individual to receive service in an equitable manner;

5. a belief that discrimination in any form is not acceptable, whether towards those for whom service is provided or towards those who provide the service;

6. a belief that government intervention into the lives of clients should be at the least necessary intrusive level;

7. a belief that there is a necessity of having the quality of worklife conducive to the health, dignity, respect, and well-being of all persons;

8. a belief that there must be a respect for the decision-making process within which the work of the Department is conducted;

9. a belief that there is a responsibility to work within the existing government structure to make those changes necessary to meet the needs of individuals; and

10. a belief in the intrinsic value of work in society and when work related opportunities are presented, the individual will exercise his right to choose the appropriate option

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* "family" means a social unit of one or more individuals characterized by relationships of permanency and interdependency among persons bound to each other by marriage, consanguinity or affection.

GOALS - OBJECTIVES - ACTIVITIES - RC

GOALS:	Long-range targets
OBJECTIVES:	Targets that are achievable in one to three years.
ACTIVITIES:	Targets for the forthcoming year.
RC:	Primary RC identifies the Division that will be assuming the lead role while Secondary RC will input into the process.

Goal #1	relates to the administration of the Department including the delivery system for programs.
Goal #2	relates to additional benefits.
Goal #3	relates to communication, both internally and externally.
Goal #4	relates to the maintenance of a policy base.
Goal #5	relates to achievement of self-sufficiency and barrier elimination.
Goal #6	relates to basic assistance.
Others	relates to income supplementation. relates to child care.

CORRECTIONS

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1.6 To carry out the Implementation Plan for Official Languages Policy.

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1.2.1

a) To produce at least two of the following information pamphlets: on FOCUS, VRDP, Health Services and Day Care by March 31, 1991.

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1.1.9 To finalize VRDP Regulations in preparation for the Proclamation of the VRDP Act, by the Fall of 1990.

1.2.1 To consider any Expanded Service Level which could impact on our legislation, i. e., Children's benefits (ongoing).

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RC Secondary Systems Services

DEPARTMENT OF INCOME ASSISTANCE

WORK PROGRAM

1990-1991

PREPARED BY: PLANNING & EVALUATION
DATE: MAY 1990

DEPARTMENT OF INCOME ASSISTANCE

WORK PLAN

1990-1991

RANKED BY PRIORITIES

PRIORITY NO. 1

GOAL NO. 1 - ADMINISTRATION AND DELIVERY SYSTEM

To ensure an effective, efficient and accountable delivery system to support the provision of the programs of the department and to be responsive to those who are financially disadvantaged.

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
1. To achieve an effective, efficient and accountable delivery structure appropriate for and accessible to clients of Income Assistance.	1.1 Seek approval of O. E. R. recommendations.	Financial Services	Inc. Maintenance
	1.2 Establish a "Systems Strategy" for the department. Seek approval to implement recommendations of S.I.P. Team where possible.	Corporate Services	Income Security Sr. Prog. Consult. Plann. & Eval.
	1.2.1 To have the Dental Program operational on the C.A.D.E. System by May 1, 1990.	Income Support	Systems Services
	1.2.2 To establish a method to complete an automated review of the financial assistance of all clients in L-TEN based on a three year cycle, by March 31, 1991.	Income Support	Systems Services Sr. Prog. Consult.

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
1. CONTINUED	1.2.3 To examine the feasibility of totally or partially automating written communication with clients in LTEN, by August 31, 1990.	Income Support	Systems Services Sr. Prog. Consult.
	1.2.4 To establish a method to complete an automated annual review of all persons receiving financial assistance from the ARC Program, by March 31, 1991.	Income Support	Systems Services Sr. Prog. Consult.
	1.2.5 To assist Systems in the post implementation review of the RARC System.	Income Support	Systems Services Sr. Prog. Consult.
	1.3 Redetermine eligibility for all cases that have not been reviewed in the past three (3) years.	Audit Services	Inc. Maintenance Income Support
	1.4 Within the present constraints, to ensure that the department maintains an organizational culture and the means necessary to promote career planning, enhance motivation and dedication and to encourage staff training.	Ex. Committee	Human Resources
	1.5 Resolve the IAO III reclassification and develop an appropriate staffing/reclassification plan.	Human Resources	Inc. Maintenance
	1.6 To carry out the Implementation Plan for Official Languages Policy.	Human Resources	Inc. Maintenance

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
2. To correct, where feasible, identified deficiencies in the current delivery system, both at the field level and central office.	2.1 Review the existing delivery structure and develop, where appropriate, a more responsive system in order to ensure accessibility of clients to D.I.A. programs, by March 31, 1991.	Inc. Maintenance	Income Support Sr. Prog. Consult.
	2.1.1 To identify eligibility criteria for the issuance of Health Cards to persons in Nursing Homes, persons participating in FOCUS, VRDP, etc., by Sept. 30, 1990.	Income Support	Inc. Maintenance Sr. Prog. Consult.
	2.1.2 To explore potential of increasing the efficiency of the Rehabilitation/Convalescent and Wheelchair components of the "other" category of Health Services, by September 30, 1990.	Income Support	Plann. & Eval.
	2.1.3 To complete a review of the current eligibility for the LTEN Program and the feasibility of administering the Nursing Home Caseload from Income Support to be completed by Sept. 1, 1990.	Income Support	Inc. Maintenance Corporate Services

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
2. CONTINUED	2.1.4 To conduct a pre-evaluation review of the following, by December 31, 1990: - Maintenance Enforcement; - Wage Exemptions; - Personal Clothing & Comfort Allowance.	Plann. & Eval.	Sr. Prog. Consult. Inc. Maintenance Income Support Corporate Services
	2.1.5 To conduct an evaluation study on the Emergency Repairs Program, by August 31, 1990.	Plann. & Eval.	Sr. Prog. Consult. Inc. Maintenance Income Support Corporate Services
	2.1.6 To deliver to designated staff a development program relating to current legislation and its interpretation and application (provincial & federal), by October 30, 1990.	Plann. & Eval.	Human Resources Inc. Maintenance Income Support
	2.1.7 To develop an appropriate mechanism to deal with clients in the Disabled Target Group (Target Group 3) who have the potential of partially participating in the workforce.	Inome Support	Inc. Maintenance Corporate Services
	2.1.8 To determine appropriate procedures and processes for Homemaker Services.	Income Support	Inc. Maintenance Plann. & Eval. Sr. Prog. Consult.

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
3. To ensure staff development and career planning.	3.1 Design an appropriate Management Training package to interface with W. W. O. and in support of the PIP philosophy.	Human Resources	Inc. Maintenance Income Support Plann. & Eval.
	3.2 Implement an orientation strategy to provide all staff with essential basic information on the operation and program delivery responsibilities of the department.	Human Resources	Inc. Maintenance Income Support Plann. & Eval.
	3.3 Implement the Employee Assistance Program.	Human Resources	Inc. Maintenance Income Support Plann. & Eval.
	3.4 Develop and implement a structured approach to the training and development of departmental supervision.	Human Resources	Inc. Maintenance Income Support Plann. & Eval.
	3.5 Develop and implement a career planning service for all staff.	Human Resources	Inc. Maintenance Income Support Plann. & Eval.
	3.6 Provide accessibility to second language training.	Human Resources	

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
4. To ensure appropriate guidelines are provided and kept current for the management of all DIA Programs.	4.1 Identify a process for the development, periodic review, and regular updating for program standards and procedures by April 30, 1990.	Sr. Prog. Consult.	Inc. Maintenance Income Support
	4.2 Priorize outstanding issues by May 30, 1990.	Sr. Prog. Consult.	
	4.3 Complete processing of issues identified by the Regional Directors within the approved time frame.	Sr. Prog. Consult.	Inc. Maintenance Income Support
	4.4 Develop operational procedures for the day-to-day utilization of basic assistance programs.	Sr. Prog. Consult.	Inc. Maintenance Income Support

PRIORITY NO. 2

GOAL NO. 2 - ADDITIONAL BENEFITS

To identify and rationalize a range of additional benefits directed to meeting the individualized needs of the financially disadvantaged.

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
1. To establish an acceptable and achievable baseline for the provision of benefits for all clients of the department.	1.1 Review and update Special Items Guidelines.	Sr. Prog. Consult.	Inc. Maintenance Income Support
	1.2 Determine impact of updates that may affect the RSIP/RMIS Systems.	Sr. Prog. Consult.	Systems Services
2. To review the adequacy of baseline services currently provided in order to determine service gaps.	2.1 Develop a proposed rate increase in the Child Care Subsidy Program.	Income Support	Inc. Maintenance
	2.1.1 To conduct an overall review of the Day Care Subsidy Program.		
	a) To assess all current issues and problems inherent in the current design of the Day Care Subsidy Program by June 30, 1990.	Income Support	Inc. Maintenance Corporate Services Plann. & Eval.
	b) To forward to the field a Phase I-Procedures Manual outlining the current procedures and policies attached to the Program by September 30, 1990.	Income Support	Inc. Maintenance Corporate Services Plann. & Eval.

2. CONTINUED

c) To develop a proposal for an automated Day Care Program for consideration by Executive Committee by November 30, 1990.	Income Support	Inc. Maintenance Corporate Services Plann. & Eval.
d) To develop a Phase II - Procedure Manual outlining new processes and procedures, and distribute to the field by December 31, 1990.	Income Support	Inc. Maintenance Corporate Services Plann. & Eval.
e) To implement all required changes of a re-designed Day Care Program by March 31, 1991.	Income Support	Inc. Maintenance Corporate Services Plann. & Eval.
f) To produce an Information Package for the Day Care Operators by March 31, 1991.	Income Support	Inc. Maintenance Corporate Services Plann. & Eval.
2.1.2 To continue to assess the adequacy of the Day Care Subsidy levels.	Income Support	Inc. Maintenance
2.2 To finalize discussions with DHCS in reference to children in care to clarify policy and budget responsibility, by August 31, 1990.	Plann. & Eval.	Sr. Prog. Consult.
2.3 To complete for the Minister the research inventory of services to Children in Poverty, by July 1st, 1990.	Plann. & Eval.	

PRIORITY NO. 3

GOAL NO. 3 - COMMUNICATIONS

To develop, implement and maintain an effective communication strategy to ensure that there is understanding, support and utilization of the programs provided by the Department.

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
1. To ensure that an adequate level of understanding of the programs provided by the Department, and how these are to be accessed, is present in the Community, in employes of the Department, and in the Department's clientele.	1.1 Participate in the development of a Marketing Strategy for FOCUS.	Inc. Maintenance	Communications
	1.2 Prepare draft of appropriate information packages according to priorized list.	Communications	Inc. Maintenance Income Support
	1.2.1 To ensure that social assistance recipients have access to basic information with respect to their rights and responsibilities under the various programs of Income Support and Income Maintenance.	Communications	Inc. Maintenance Income Support
	a) To produce at least two of the following information pamphlets: on FOCUS, VRDP, Health Services and Day Care by March 31, ~~1990~~. 1991.	Communications	Inc. Maintenance Income Support
	b) To distribute these pamphlets to Central Office and Field Offices for display purposes by March 31, 1991.	Communications	Inc. Maintenance Income Support

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
1. CONTINUED	1.3 Participate in the development and implementation of a comprehensive strategy to ensure a more effective communication of the roles and responsibilities of DIA to the community, service providers, clients and other government agencies.	Communications	Inc. Maintenance Income Support

PRIORITY NO. 4

GOAL NO. 4 - THE POLICY BASE

To provide and maintain an effective policy base, including legislation and directives, that appropriately and adequately reflect the current program mandates as well as program thrusts.

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
1. To maintain an effective policy base that adequately reflects the current delineation of programs and program thrusts.	1.1 Provide an appropriate regular review of legislative base and initiate amendments that support current programs.	Plann. & Eval.	Inc. Maintenance Income Support Sr. Prog. Consult.
	1.1.1 Identify delivery issues that may require legislative or regulatory change as they arise.	Inc. Maintenance Income Support Sr. Prog. Consult.	
	1.1.2 To modify the ARC Program to protect status quo vis-a-vis clients and to seek cost-sharing from Canada, by December 31, 1990.	Plann. & Eval	Sr. Prog. Consult. Income Support
	1.1.3 To explore a flat rate disability allowance while ensuring cost-sharing requirements and protecting program integrity, by December 31, 1990.	Plann. & Eval.	Sr. Prog. Consult.
	1.1.4 To clarify existing policy as reflected in Regulations, to determine "need" in the budget deficit calculation, by December 31, 1990.	Plann. & Eval.	Sr. Prog. Consult. Inc. Maintenance

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
1. CONTINUED	1.1.5 To clarify sections of the Social Welfare Act and Regulations and match the two versions (French & English) starting with paragraph 7(2)(c) and Section 5, by December 31, 1990.	Plann. & Eval.	
	1.1.6 To amend regulations regarding residency stipulations, so absences from the province are strictly controlled, by December 31, 1990.	Plann. & Eval.	Sr. Prog. Consult.
	1.1.7 To restrict use of subsection 4(4) to the original intent of the legislation and encourage further the use of paragraph 4 2(b).	Plann. & Eval.	Inc. Maintenance Sr. Prog. Consult.
	1.1.8 To amend Social Welfare Regulations to establish rate changes, by May 30th, 1990.	Plann. & Eval.	
	1.2.0 To transfer Denturists, Dentists, Optometrists and Opticians contracts into Regulations, by December 31, 1990.	Plann. & Eval.	Income Support
	1.2.1 To consider any Expanded Service Level which could impact on our legislation, i.e., Children's benefits (ongoing).	Plann. & Eval.	Financial Services

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
1. CONTINUED	1.2.2 To review Court cases and Court challenges with regard to services provided according to policy rather than Act and Regulations.	Plann. & Eval.	Inc. Maintenance
	1.2.3 To develop policies for consideration by the Executive Committee on: - Income, by September 30, 1990; - Fuel Supplement, by June 30, 1990; - Single Adolescent Parents, by April 30, 1990; - Bridging Assistance for the S.W.A.B., May 31, 1990.	Plann. & Eval.	Sr. Prog. Consult. Inc. Maintenance Income Support Corporate Services
	1.2 To complete the Fraud Section of the Court Manual, by March 31, 1991.	Plann. & Eval.	Audit Services
	1.3 To maintain Consolidation of Legislation updates, by June & November 1990.	Plann. & Eval.	

PRIORITY NO. 5

GOAL NO. 5 - ACHIEVEMENT OF SELF SUFFICIENCY/BARRIER ELIMINATION

To provide a range of programs aimed at maximizing the full potential of persons to achieve financial self sufficiency, and minimizing or removing structural barriers.

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
1. Ensure Charter Issues have been appropriately addressed in the F.O.C.U.S. delivery model as well as other D.I.A. programs.	1.1 Review selected elements of the F.O.C.U.S. program including the case planning initiative as to appropriateness and compliance with the provisions of the Charter of Rights.	Plann. & Eval.	Inc. Maintenance Income Support Sr. Prog. Consult.

PRIORITY NO. 6

GOAL NO. 6 - BASIC ASSISTANCE

To provide a rate of assistance that will adequately meet the "basic needs" of those who are financially disadvantaged.

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
1. To maintain a rate model for service provision reflecting the current situation.	1.1 Update current rate model and reflect update in budget presentation. Implement rate model in RMIS as requested.	Plann. & Eval.	Income Security Systems
2. To explore the feasibility of moving towards an alternative rate structure and a range of supplementary programs based on need.	2.1 Research the various methods used or proposed that address both basic and supplementary needs in order to identify the principles upon which such rate structures are developed.	Plann. & Eval.	Inc. Maintenance
	2.2 Review proposed changes as to their impact on current systems.	Plann. & Eval.	Systems Services
3. To explore the utilization of the existing Interim Assistance Program and provide alternatives that would address existing inappropriate or questionable use of the program.	3.1 Provide guidelines for the management of the Interim caseload in order to overcome problem areas identified.	Sr. Prog. Consult	Plann. & Eval. Inc. Maintenance
	3.2 Review guidelines as to their impact on the RMIS System and implement updates where feasible.	Sr. Prog. Consult.	Systems Services

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
4. To determine the appropriateness of the present assignment of clients and their dependents to categories or target groups as well as the identification of disincentives and structural barriers.	4.1 Evaluate the target group assignments including methods used as to appropriateness, disincentives and discrimination and propose alternatives to improve system.	Plann. & Eval.	Inc. Maintenance Income Support
	4.2 Review alternatives proposed in order to determine their impact on our systems.	Plann. & Eval.	Systems Services
	4.3 Review the Disability Certification process and implement approved changes within the 1990/91 Fiscal Year.	Income Support	Inc. Maintenance Plann. & Eval. Sr. Prog. Consult.
	4.3.1 To explore the feasibility of establishing an automated information system with respect to the Disability Certification Process by March 31, 1991.	Income Support	Sr. Prog. Consult.

OTHER GOALS

OBJECTIVES	ACTIVITIES	RESPONSIBILITY CENTER	
		Primary	Secondary
1. INCOME SUPPORT: To provide a range of income augmentation programs directed to those in financial need and aimed at maximizing the full potential of individuals thus preventing unpredictable or uncontrolable financial crisis from destroying self-sufficiency.	1.1 Research and identify the major financial concerns of the working poor.	Plann. & Eval.	
2. CHILD CARE	2.1 Definition of the elements of the Child Care Program in oprder to determine the role that D.I.A. should handle.	Income Support	
	2.2 Investigate probable improvements to the delivery of Child Care Services and follow through to implementation of appropriate changes.		